

20  
09



20  
12

DAVE BING, MAYOR



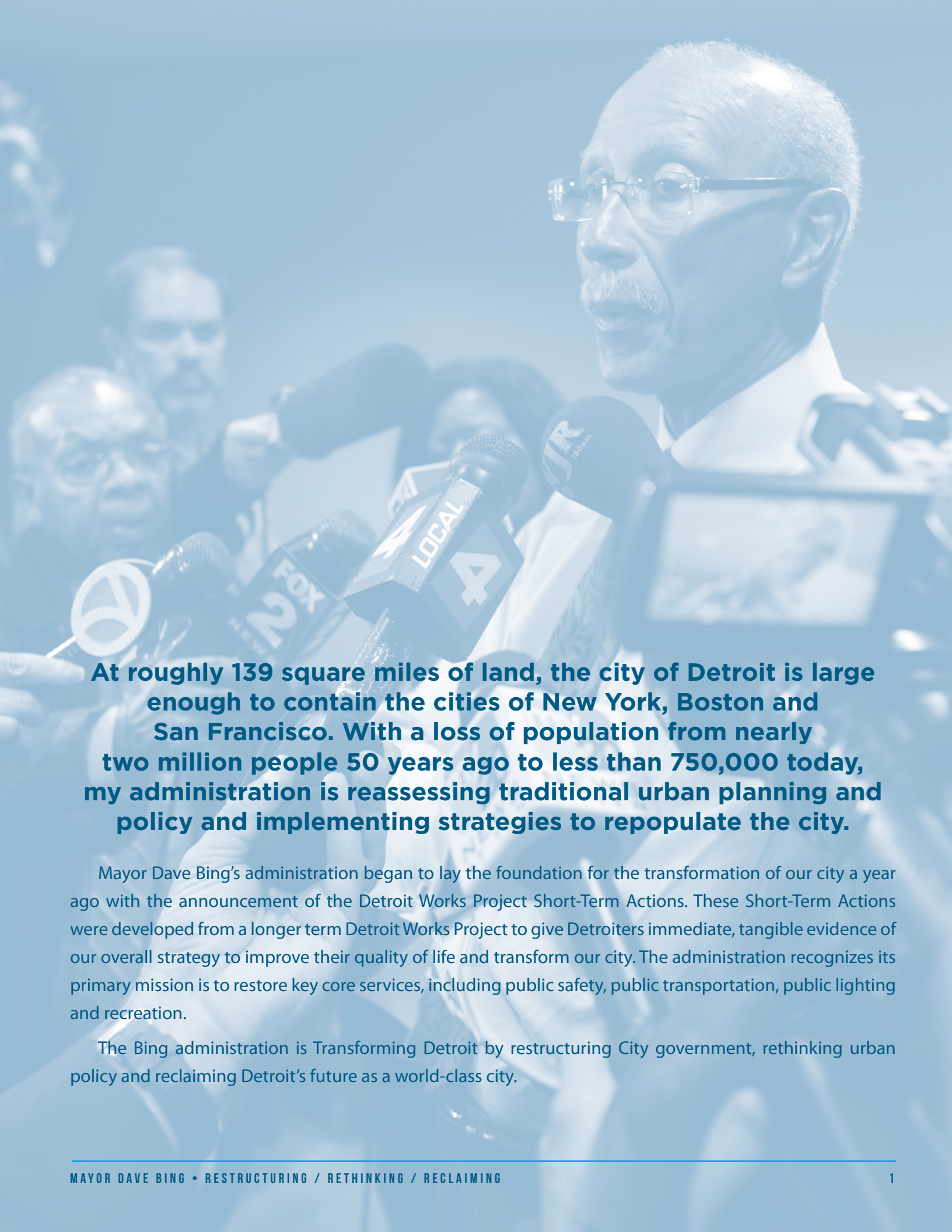
RESTRUCTURING CITY GOVERNMENT  
RETHINKING URBAN POLICY  
RECLAIMING DETROIT'S FUTURE AS A WORLD-CLASS CITY









A photograph of Mayor Dave Bing speaking at a press conference. He is an older man with glasses and a mustache, wearing a white shirt and a dark tie. He is surrounded by several microphones from various news outlets, including Local 4, FOX 2, and JR. The background is slightly blurred, showing other people and the setting of a press event.

**At roughly 139 square miles of land, the city of Detroit is large enough to contain the cities of New York, Boston and San Francisco. With a loss of population from nearly two million people 50 years ago to less than 750,000 today, my administration is reassessing traditional urban planning and policy and implementing strategies to repopulate the city.**

Mayor Dave Bing's administration began to lay the foundation for the transformation of our city a year ago with the announcement of the Detroit Works Project Short-Term Actions. These Short-Term Actions were developed from a longer term Detroit Works Project to give Detroiters immediate, tangible evidence of our overall strategy to improve their quality of life and transform our city. The administration recognizes its primary mission is to restore key core services, including public safety, public transportation, public lighting and recreation.

The Bing administration is Transforming Detroit by restructuring City government, rethinking urban policy and reclaiming Detroit's future as a world-class city.

# Restructuring City Government

**Mayor Bing began his first term with City government in fiscal disarray, a growing deficit and pockets of corruption.**

**The Mayor's agenda brings leadership with integrity and transparency. The administration has been proactive, making measured, tough decisions and reforming City government.**

## PROGRESS

- Mayor Bing has worked to make Detroit City government smaller and more responsive, providing core services to residents and businesses, and making the city safer and vibrant.
- The Bing administration began in 2009 with 14,505 City employees and has reduced staff, as of April 30, 2012, to 11,034 employees. These strategic staff reductions are expected to decrease payroll by approximately \$100 million.



- Mayor Bing and his executive staff continue to execute his financial and operational restructuring plan, developed and presented to State officials last fall, which is the basis of the Financial Stability Agreement reached with the State this spring.
- Mayor Bing's 2012-13 budget includes \$250 million in cuts and assumes a \$75-million surplus to be used to pay off long-term debt.
- With assistance from the State to increase tax collections and other restructuring changes, the administration will begin to implement a rolling three-year budget as required by the agreement with the State.

## CHALLENGES

- Maintaining core City services with a reduced personnel and strict spending cuts and oversight.



# Public Safety... Top Priority

**Public safety in the city of Detroit is a top priority of Mayor Bing's administration. Despite spikes in crime, the Police Department's leadership continues to work to reorganize the Detroit Police Department and put more officers on the streets using a data-driven strategy.**

## PROGRESS

- After more than a decade of discussion by other administrations, Mayor Bing in May led the groundbreaking ceremony for the new headquarters for Police, Fire, EMS, Homeland Security and Michigan State Police Forensic Lab. Construction is slated for completion in summer 2013, and is expected to cost \$60 million.
- The Detroit Police Department has made substantial gains in achieving compliance with its two Federal Consent Judgments. The Police Department moved from 29% compliance in 2009 to 83% in 2012.
- Collaborated with the U.S. Department of Justice to use a \$5.7 million Community Oriented Policing grant to save the jobs of 108 Detroit police officers.
- The Fire Department received the federal SAFER grant allowing the department to rehire 108 of 162 personnel scheduled to be laid off at the end of July as part of the City's staff reduction plan.
- The Mayor's 2012-2013 budget also allows for the hiring of emergency medical technicians to bolster the number of EMS staff who respond to 135,000 calls each year, or 81% of the calls to the Fire Department.
- Implemented the first phase of the Police Department's Virtual Precinct, allowing the Police Department to redeploy approximately 75 Detroit police officers from inside desk positions

to active patrol, which is where they are needed the most. Citizens still have access to police stations 24 hours a day, 365 days a year.

- Better deployment of Fire Department engines from adjacent sectors and using newly installed GPS systems on engines and rigs to best dispatch Fire Department personnel. Conducting thorough risks/gain analysis of interior versus exterior fire suppression.



Detroit Police Virtual Precinct



- DPD identified 51 police officer positions and reassigned them from precincts/districts with lower crime incidents to the areas with higher crime incidents.
- The Detroit Youth Violence Prevention Initiative, a U.S. Justice Department initiative, includes Safe Routes to Schools partnership with Detroit Public Schools and Operation Ceasefire, which brings law enforcement and social workers together with young offenders to discuss alternatives to crime and provide resources.
- Key partnerships with Barbara McQuade, U.S. Attorney for Michigan Eastern District, the Federal Bureau of Investigation, the Bureau of Alcohol, Tobacco, Firearms and Explosives, Detroit Public Schools, the Skillman Foundation, the Community Foundation of Southeast Michigan, and the Detroit Public Safety Foundation.



Detroit Public Safety Headquarters

## CHALLENGES

- Find suitable solution for housing pre-arraignment prisoners. This is important because the department will no longer be under the auspices of the Conditions of Confinement Consent Judgment. Secondly, it will allow approximately 40 to 50 police officers to be redeployed to frontline patrol functions.



# Providing Reliable Transportation

The City of Detroit's \$80-million annual General Fund subsidy to the Department of Transportation was fiscally unsustainable, so my administration sought out a management company to institute municipal transit system best practices and improve the quality of service for our ridership. The new management company has been methodical in tracking ridership data, and implementing route and service modifications to best address the needs of the largest group of riders in the most cost-effective way.

## PROGRESS

- Since Envisurage began managing DDOT, the service has been 86% less reliant on taxpayer dollars, and currently saving \$11 million because of service modifications.
- Ridership data shows consistent daily ridership of 104,000 passengers despite route modifications.
- Productivity of DDOT routes are up 20% as a result of on-time scheduling; and 17% more of DDOT buses actually on the street every day.
- Bus mileage between repairs has increased 25% as a result of improved maintenance.
- New buses, made in America by the Gillig Company, are part of DDOT's newest fleet of 46 buses. These are the cleanest and most efficient diesel engines, which emit up to 90% fewer exhaust emissions. They also provide better passenger comfort and utilize intelligent vehicle systems, such as automatic vehicle locators, a bus tracking system.
- Actively developing with Code for America fellows real-time, easy-to-use, accessible text interface to get accurate information to riders.

## CHALLENGES

- Rider fares represent only 20% of the cost to operate DDOT service.
- A regional transit authority is still Mayor Bing's ultimate objective utilizing a Bus Rapid transit system. This approach would not only connect but revitalize the region economically.





# A Plan to Light Our City

**On any given day 40% of the lights in critical areas of the city are out because of a systemic infrastructure failure; not just a simple bulb or fixture issue. Upgrading the lights without converting them to a more reliable electricity source will not solve the problem. Mayor Bing's administration is working with the Governor's office and the State Legislature to create a municipal lighting authority, and with DTE to provide a reliable lighting grid in the city of Detroit.**

## PROGRESS

- Repaired more than 7,600 streetlights in the city.
- 900 LED street lights were upgraded in downtown Detroit and in the neighborhoods.
- A proposed public lighting authority, similar to the Cobo authority, (part of State legislation) will manage the operation of street lights.
- Three bills were introduced in the Michigan State Legislature to create a public lighting authority with the power to raise money for infrastructure improvements to the city's lighting system.

## CHALLENGES

- The cost to upgrade the lights and convert them to a more reliable grid is \$160 million.
- The City cannot create more debt to finance this project.





# Mayor Bing's 10,000 Demolition Plan

Tens of thousands of vacant structures in the city of Detroit need to be demolished. However, at an average cost of \$10,000 to demolish a vacant structure, the costs of undertaking this effort on a large scale can be overwhelming, though not prohibitive. My administration remains committed to addressing this blight and public safety issue.

## PROGRESS

- In June, Mayor Bing announced a Summer 2012 Demolition Plan to demolish 1,500 structures in 90 days throughout the city.
- 4,683 properties demolished since 2010 with a goal of reaching 10,000 structures by 2013.
- Ford Auditorium demolished in 2011.

## CHALLENGES

- The US Census 2010 data reported 349,170 total housing units in Detroit. Of the total housing units, roughly 78,000 are vacant, and we estimate 40%, or 30,000, need to be demolished.

- High rate of foreclosures in Detroit contributes to rapidly increasing inventory of vacant structures.



## Demolition Progress Compared to Previous Administration

### BING ADMINISTRATION 2010-2013

2010-2011..... **3554**  
 2011-2012 ..... **3210\***  
 2012-2013 ..... **3288\***

\* Targeted number

**TOTAL:**  
 10,042/3 years = 3,347 average per year

### PREVIOUS ADMINISTRATION 2002-2008

2002 ..... 1956  
 2003 ..... 387  
 2004 ..... 1288  
 2005 ..... 1103  
 2006 ..... 789  
 2007 ..... 928  
 2008 ..... 1447

**TOTAL:**  
 7,898/6.9 years = 1,092 average per year

# Detroit Works Project Short-Term Actions

([www.DetroitShortTerm.com](http://www.DetroitShortTerm.com))

**Three Demonstration Areas have been identified to target infrastructure improvements in stable neighborhoods that would ultimately become models for redeveloping livable, thriving neighborhoods throughout the city of Detroit.**

AREA #1	AREA #2	AREA #3
<b>BAGLEY</b> <b>DETROIT GOLF CLUB</b> <b>GREEN ACRES</b> <b>PALMER WOODS</b> <b>SHERWOOD FOREST</b> <b>UNIVERSITY DISTRICT</b>	<b>BOSTON EDISON</b> <b>NORTH END</b> <b>VIRGINIA PARK</b>	<b>HUBBARD FARMS</b> <b>SOUTHWEST</b> <b>SPRINGWELLS VILLAGE</b>

## PROGRESS

- Formed a partnership with Citizens Bank to provide homeowners with matching funds to make significant exterior home repairs. Within the last six months, 157 households in the Demonstration Areas have benefited from \$2 million of combined investment. The majority of the homes received new windows and roofs.
- Between July and December 2011, 95% of the illegal dump sites were cleared by the Department of Public Works.
- Sold more than 100 vacant City-owned lots to adjoining property owners in southwest Detroit/Hubbard Farms
- Invested more than \$200,000 in facade improvements on Livernois Corridor spurring new construction and rehab projects

- 158 vacant and abandoned structures identified by the community in Demonstration Area #3 will be demolished by Sept 2012.
- Nearly 10 miles of neighborhood streets were repaved in the Demonstration Areas.
- 2,009 street lights were repaired or replaced. Additionally, 232 brand new energy efficient LED street lamps were installed in the three Demonstration Areas.





# Detroit Works Project Long-Term Planning

The Bing administration launched the Detroit Works Project in the fall of 2010 to begin engaging stakeholders and citizens to commit to restoring Detroit to its apex as one of America's great cities.

## PROGRESS

- Regular community input meetings continue.
- Initial strategic plan expected to be completed in August 2012.
- Plan to include policy recommendations that can be incorporated into the Master Plan of Policies for the City, or zoning ordinances.
- Implementation of restructuring strategies that can be executed by government, private investors, businesses, and community-based organizations.



## CHALLENGES

- Obtaining sufficient funding to support the Detroit Works Project.
- Community buy-in on long term vision versus the need for short term, immediate solutions.



# Mayor's Recreation Funding Initiative

**Mayor Bing believes recreation is a core City service fundamental to the quality of life of Detroit's youth and seniors. Despite budgets cuts, the Mayor has pledged to keep the City's remaining recreation facilities and parks open to the public.**

## PROGRESS

- Goal to raise \$8-10 million in private funding to offset budget cuts and to provide programming and operational resources to maintain the City's current recreation services.
- Keeping recreation centers open with reduced/modified hours.
- Integrate Community Access Centers into recreation centers to maintain community access and reduce operational costs.

- General Motors, Lear, Marathon Oil and the W.K. Kellogg Foundation are among those that have committed millions of dollars to support recreation center and park improvements. The City has partnered with NBA Cares to support Butzel Family Center.

## CHALLENGES

- Supplement \$18 million to the annual Recreation budget, which was reduced by 43% in the 2012-2013 fiscal year.





# Cobo Authority: A Successful Model

Cobo Center opened in 1960 and is known as the home of the North American International Auto Show (NAIAS). But for years the City subsidized the convention center with approximately \$15 million per year from the City's general fund. Last expanded and renovated in 1989, Cobo is now undergoing a transformation managed by the regional Cobo Center Authority created in 2009. In April, The Wall Street Journal reported the authority has become a model of regional cooperation.

## PROGRESS

- Undergoing a \$279-million makeover, positioning it to host many of the world's largest conventions; due to finish in 2014, on time and under budget.
- Project adds nearly 125,000 square feet of convention space; former Cobo Arena is being converted into a ballroom overlooking the Detroit River.
- The Detroit Auto Dealers Association extended its contract with Cobo Center for an additional five years to host the NAIAS.
- Professional management company reduced costs. Last year, auditors reported Cobo's operating revenue doubled, while State and Federal subsidies declined 37%.



# Detroit Water & Sewerage Department Authority

**A 2011 federal court order created a regional Board of Water Commissioners, including four members from the city of Detroit, and one each nominated by the Wayne County Executive, the Oakland County Water Resources Commissioner and the Macomb Public Works Commissioner. This regional authority is a model of progress in managing the City's Water and Sewerage Department – one of the largest in the country.**

---

## PROGRESS

- The Department had been under judicial oversight since 1977. Judge Sean Cox considers the authority a major step toward compliance.
- Established Human Resources staff and hired general counsel as part of compliance with consent decree to operationally separate from City of Detroit operations.
- Completed separate bond issues for Water and Sewerage divisions in the past six months to fund capital improvements to infrastructure.



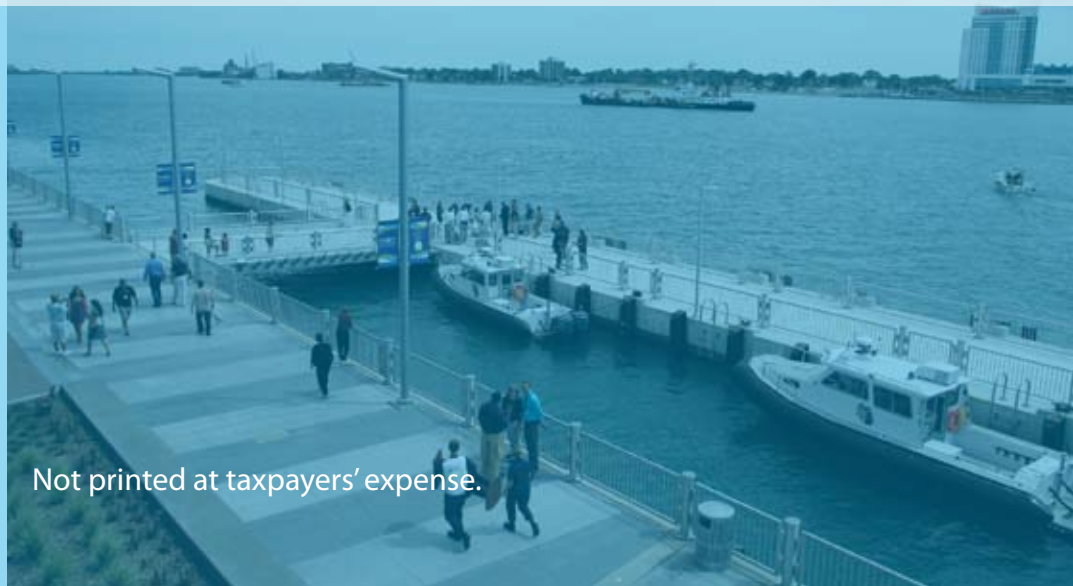








**Dave Bing, Mayor**



Not printed at taxpayers' expense.